PACIFIC ENGINEER

U.S. Army Corps of Engineers - Pacific Ocean Division

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An Opening Note From the Pacific Ocean Division Commander

Delivering High Quality Engineering Services and Projects

Aloha to the Pacific Ocean Division Ohana!

In January I completed my first "round" of trips to the Pacific Ocean Division with my visit to Japan, so I have now been to each District and many of our Area and Resident offices. I continue to be thoroughly impressed by the commitment, enthusiasm, and competence of our great professional work force. My observations have only reinforced my initial impressions: Our people are simply superior!

While each visit holds several great memories and highlights, a few of these are most memorable, and I thought you might enjoy them (drum roll, please):

5. Putting on a USACE Hard Hat for the first time at Schofield Barracks, Hawaii
4. Visiting both the northern most point in the United States (Barrow, Alaska), and the southern most (South Point, the Big Island) … in the same month!
3. Riding the "KTX" super-fast train in Korea
2. Getting stuck in Barrow Alaska, at a "balmy" 20 below zero Fahrenheit!
1. Getting snowed in at the Tokyo airport and "sleeping" on the floor.

On a more serious note, the past few months are more memorable for the significant accomplishments all of YOU have achieved, and you should take pride in them. The following is a very short partial list of the great progress we are making:

- Dramatic improvement in projects ready to advertise at the start of FY2006;
- Increased numbers of projects turned over on time and under budget;
- Improved quality ratings from our annual customer survey;
- Support to the Global War on Terrorism and Hurricane Relief with over 60 personnel deployed (on average any given day)
- Increased coordination with customers and stake-holders, Congressional Delegations, USARPAC, USFK, USFJ, and Naval Facilities, PACAF Engineers;
- Advancing plans and preparations for Camp Humphreys / Kunsan moves;
- Improved design process for the Yokosuka Naval Base wharf and opening the new gym at Fleet Activities Yokosuka, Japan;
- Opening the modular barracks and operations facilities for the Stryker Brigade at Fort Richardson, Alaska;
- Opening the Stryker Battle Simulation Center at Schofield Barracks, Hawaii;
- Breaking ground on the Kaumalapau Harbor on Lanai Island in Hawaii;
- Deploying four pros for the Philippines mud slide geotechnical support;
- Reducing our overhead costs by 10%.

Each of you has contributed to these achievements, and literally *hundreds* more which space prohibits me from acknowledging here. I know you share the pride that I take in your hard work and professional expertise which makes all of this possible.

With these achievements in mind, I recently read a book on excellence in leadership which reminded me of an eternal truth: either an organization is adapting and changing to adjust to current realities and future possibilities … or it is atrophying and dying. There is no in-between. I believe our accomplishments reflect that we are the former kind of organization, but we must work together to ensure this. Next month, the senior leaders from each District and the POD Headquarters meet in Okinawa, Japan for our annual Senior Leader Conference. I am excited by the opportunities for USACE-wide excellence and leadership that I have seen in the Pacific Ocean Division and I look forward to working with the leaders from across POD to develop a truly strategic way forward. We will publish our FY 2007 campaign plan following this conference, so if you want to influence POD's future direction, please get your ideas into your senior leaders and they will be able to convey them at the conference. We welcome them!

Lastly, I wanted to provide you my thoughts on what our POD vision should be as I have now been in the job for six months. I believe this incipient vision captures the essence of what we must do as an organization: ***Deliver high quality engineering services and products for our customers safely, on time and under budget.***

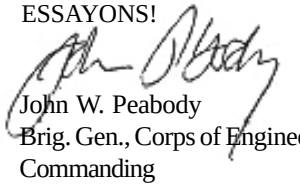
Let me break down what this means to me for you:

- *Deliver:* We don't just complete projects - we accomplish missions. We have no other option but to work through challenges and deliver for our customers.
- *High Quality:* This is what we will be remembered for a generation from now - not the cost or the time it took, but how well the product endured. We must get it right the first time and demand the very best for the money allocated.
- *Engineering Services and Products:* Our technical competence as engineers is what distinguishes us from any other profession.
- *Our Customers:* Satisfying - even delighting - our customers is the only way we will be relevant to the Army, other Services and the Nation.
- *Safely:* Wayne Joh in Japan recently reminded me that we can recover from any mistake, except a serious safety incident. Safety is an imperative.
- *On Time:* While the future will not remember us for this, we will be judged today for it. Our customers demand, and have a right to expect, timely results.
- *Under Budget:* Cost is important to our customers and stakeholders, so managing and controlling costs to the minimal essential makes a difference.

In the end, all of the above translates to *value*. I believe we provide great value for our customers, but it is not what I or we think that matters … it is what our customers think. While this sentence is only an interim idea at this point, I ask you to reflect on how you will develop your support form to achieve its intent. Start now to develop measurable performance metrics that align with the goals of this sentence, so that when we publish our final vision after the conference, you will be one step ahead in adapting to our future. I invite you to commit with me to *improving our processes*, asking whether our activities and actions add value for our customers … then keeping those aspects which add value and deleting those within our control which do not. Finally, we can only achieve any vision if we *take care of our people* … by recognizing, developing, and rewarding them, *then building* their individual talents into cohesive and coherent teams.

I look forward to continuing my trips to visit the wonderful professionals in this great organization, and thank you again for your service to our nation in this time of war.

ESSAYONS!



John W. Peabody
Brig. Gen., Corps of Engineers
Commanding

Division Commander Peabody Receives First Star

By Dino W. Buchanan
Honolulu District Public Affairs

Brig. Gen. John W. Peabody receives his first star from Chief of Engineers Lt. Gen. Carl A. Strock (left) and Peabody's wife Kelly during a frocking ceremony at U.S. Army Corps of Engineers headquarters in Washington, D.C. **USACE photo by F.T. Eyre**

U.S. Army Col. John W. Peabody, the 27th Commander and Division Engineer for the Pacific Ocean Division, received his first star today at a ceremony held at the U.S. Army Corps of Engineers headquarters in Washington, D.C. Chief of Engineers Lt. General Carl A. Strock pinned Peabody with the brigadier general's star at the frocking ceremony.

Brig. Gen. Peabody assumed command of Pacific Ocean Division on July 29, 2005 when he relieved Brig. Gen. Robert L. Davis. Prior to coming to Hawaii, Peabody was assigned to the Army's Office of the Chief, Legislative Liaison, where he was the Programs Division Chief.

Brig. Gen. Peabody is responsible for the engineering design, construction, and real estate management for the U.S. Army and Air Forces in Hawaii and Alaska and for all Department of Defense agencies and U.S. installations in Japan, the Republic of Korea, and Kwajalein Atoll, Marshall Islands.

The Division, through its four districts located in Japan, Korea, Alaska and Hawaii, is also charged with responding to natural disasters such as the Katrina disaster relief effort, Hawaiian floods, Florida hurricanes, and earthquakes and tsunamis, such as the one that devastated Thailand, Sri Lanka, and Indonesia.

His Pacific Ocean Division administers the Corps' federal water resource development program and regulatory program governing work in waters and wetlands in Alaska, Hawaii, American Samoa, Guam, and the Commonwealth of the Northern Mariana Islands. It also undertakes projects on a reimbursable basis for other U.S. government agencies and Pacific island nations.

Brig. Gen. John Peabody entered military service in 1980 upon commissioning as a second lieutenant in the Corps of Engineers. His first assignment was to the 193rd Infantry Brigade in Panama, where he served as a Sapper Platoon Leader, Company Executive Officer, and Aide-de-Camp.

Brig. Gen. Peabody is a graduate of the United States Military Academy, the Command and General Staff College and the Army War College with a Master's degree in Strategic Studies.

He also holds a Master of Public Administration from Harvard University and studied international relations and political sociology as an Olmsted Scholar at El Colegio de Mexico, Mexico City.

Other assignments include Instructor at the U.S. Army School of the Americas; Assistant S3 in the 307th Engineer Battalion (Airborne) and later Commander of the 618th Engineer Company (Light Equipment) (Airborne), 82nd Airborne Division; the 13th Corps Support Command Engineer, Fort Hood, Texas; the Logistics Support Command Engineer, Somalia; S3 of the 17th Engineer Battalion, 2nd Armored Division; Political-Military Division Chief of the J5, U.S. Southern Command in Panama; Commander of the 299th Engineer Battalion, 4th Infantry Division at Fort Hood; and Senior Engineer Trainer, Operations Group, at the National Training Center.

During Operation Iraqi Freedom he commanded the 3rd Infantry Division's Engineer Brigade which included more than 3,000 engineers and 10 attached units.

Brig. Gen. Peabody's awards and decorations include the Legion of Merit, Bronze Star Medal with "V" device, Purple Heart, Joint Meritorious Service Medal, Army Meritorious Service Medal, Armed Forces Expeditionary Medal, Global War on Terrorism Service and Expeditionary Medals, the Presidential Unit Citation, Joint Unit Commendation Award, the Army Superior Unit Award, Master Parachutist Badge and Ranger Tab.

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Supporting GWOT Challenges Enlightens Brothers

By Sarah H. Cox
Honolulu District Public Affairs

When Wayne Birgado left Hawaii in July 2004 to support Operation Enduring Freedom in Afghanistan he never expected to be working alongside his older brother on crucial military construction projects.

Birgado, a construction representative from Honolulu District's Schofield Resident Office, has spent the past 18 months serving as a Construction Representative for Afghanistan Engineering District (AED).

Wayne and his brother, U. S. Army Staff Sgt. Clifford Birgado, are currently working as a team at Bagram Airfield on different projects for the Corps of Engineers. Staff Sgt. Birgado serves as a Logistics NCO and a construction representative for the new base entry control point project, while Wayne currently works on the construction of the new airfield and control tower.

"I've been showing Staff Sgt. Birgado the ropes and training him on Corps procedures and policies," Wayne said. "Everyday he wants to learn more and more about the Corps' functions and how we get involved with the Projects within Afghanistan".

Prior to arriving in Afghanistan, Staff Sgt. Birgado served in Iraq with the 411th Combat Engineers attached to the 1st Calvary.

Staff Sgt. Birgado says working in Afghanistan alongside his brother was partly by design. After returning from Iraq, he realized he wanted to provide support for Operation Enduring Freedom in Afghanistan and the Corps needed his experience in asphalt placement and construction.

The chance to keep an eye on his younger brother was an added bonus.

"When we go outside of Bagram, my brother is like my body guard. Since he is active duty, he carries the weapon, I feel pretty safe," Wayne said.

Wayne Birgado's work, ensuring that crucial construction projects for the Afghanistan National Army (ANA) and U.S. Forces meet strict government guidelines, has presented some serious challenges.

"It's like nothing I've done before. The type of resources we have to work with and overcoming the language problems has been a bit tough," Birgado said.

Together the Birgado brothers have witnessed drastic changes in Afghanistan. Afghans, suffering for years under Taliban and Russian rule, are some of the poorest people in the world. During the Taliban rule, Afghanistan developed a critical shortage of educated and skilled laborers.

When Operation Enduring Freedom began in 2001, only six percent of the country had electricity and the infrastructure was degraded or nonexistent.

AED's mission provides direct support to the stability and success of the country with the Corps helping to create the infrastructure and support facilities to ultimately serve 70,000 ANA Soldiers across Afghanistan.

The ANA program alone currently encompasses more than $800 million of work that includes providing all of the facilities to support operations, maintenance and training of the ANA.

When Wayne Birgado arrived in Kandahar, the Corps was beginning to build an ANA camp to include barracks, a dining facility, water wells, medical clinic, force protection structures and a power plant. He was later transferred to Kabul to provide quality assurance on the ANA Camp project at Daraulaman, which included similar construction projects as well as a 13-megawatt power plant, hospital and sewage treatment plant.

Staff Sgt. Clifford Birgado watches a contractor place concrete culverts into storm drains near the new Bagram Airfield. **Photo by Wayne Birgado**

Staff Sgt. Clifford Birgado (left) and his brother, HED Construction Representative Wayne Birgado, serve together in Bagram, Afghanistan. **Courtesy photo**

Wayne's extended Afghanistan tour has allowed him to be part of and witness positive changes in Afghanistan's social climate. He says he feels a great sense of accomplishment by helping to rebuild the country and seeing Afghans seeking freedom and trying to do away with violence.

"When I came here in 2004, no kites were allowed in many of the provinces," Wayne said. "There weren't many people walking around Kabul Capital and all the women were dressed in burkas. But now the kids are playing with kites everywhere, people who'd moved away are coming back and some women have stopped wearing burkas."

Wayne Birgado went to Afghanistan to help provide a better life for the Afghans and to help reduce the threat of terrorism. What he received in return can not be measured.

"I've learned so much about life, other cultures and how proud I am to be an American," Wayne said.

He also feels honored to be a part of Afghanistan's reformation.

"The people want to get back to their lives with goats, sheep and honey. I think they want to put the dark days behind them and educate and feed their children".

Scheduled to return to Hawaii in July, he is considering requesting an extension so he can see the airfield project to completion.

To learn more about serving with the U.S. Army Corps of Engineers in Afghanistan visit: www.aed.usace.army.mil.

So Close, Yet So Far: Alaska Couple Serves Together in Iraq

Story and photo by Pat Jones
Gulf Region South Public Affairs

When first meeting Jim and Linda Wolfe, they seemed like any other typical couple today. They worked long hours, and relished the opportunity to spend a little quality time together; perhaps they lagged behind just a bit after breakfast for a little conversation before heading to the office, perhaps a couple of stolen moments for a quick lunch or dinner, or maybe a few minutes for a leisurely stroll after work. Yes, at first glance they are a normal, working couple.

For the Wolfes, however, the meals together and a little time after work were especially cherished because when it was time to call it an evening, they trudged off to their respective quarters. Jim was working as a construction representative for the U.S. Army Corps of Engineers and Linda was working as an administrative assistant for Kellogg, Brown and Root. They lived in separate accommodations at Camp Echo on the outskirts of Diwanyah.

Linda said she wished it was different, and that they could have lived together, but this "is a lot better than not seeing each other at all."

While the Corps has no issue with married couples living together, other organizations want to limit intimate contact amongst their workers and allowing married couples to live together could create resentment in the workforce. Some Army units have even stricter policies regulating conduct of married personnel.

According to Jim, a volunteer from the Alaska District at Elmendorf Air Force Base, adjacent to Anchorage, it wasn't too bad. "At least we got to see each other." And that was an improvement over the previous year.

"We were together about a month out of the previous 15," said Jim, who had deployed to Afghanistan in July 2004, came home for a month, and then returned to Afghanistan.

According to Jim and Linda they both started thinking about volunteering for deployment shortly after Sept. 11, 2001, but neither one said anything to the other. Then in early 2004 Linda brought it up in conversation, and Jim let her know he also had been considering deploying.

Once they made the decision to deploy, things happened quickly. Jim applied for positions in Afghanistan and Iraq, and was soon en route for Afghanistan. After being in-country for six months he returned home for 30 days R&R. Shortly after Jim returned to Afghanistan from his R&R, Linda was notified she had been accepted for a position with KBR in Iraq.

"I knew I was going to Iraq, but not where, and I had no idea what I would be doing," said Linda, whose primary duty is as the KBR dispatcher at Camp Echo. "When it comes down to it, records management is records management."

For Linda, the opportunity to deploy had all the trappings of a great adventure, and so far it hasn't disappointed her. It started with a whirlwind preparation for leaving. After being selected for the job, she had only three weeks to make all the preparations for leaving…not a small task considering the other half of the team was already deployed elsewhere. "This is the first time I've been off the [North American] continent. I am always busy and it is interesting to work with all the different nationalities," she said of work at Camp Echo, which hosts soldiers from about eight countries.

Linda and Jim Wolfe in Camp Echo near Diwanyah, Iraq. Jim is an AED Construction Rep and Linda works for KBR.

For Jim, a 23-year civil service veteran, the deployments were a little more routine, but none the less, he was in Afghanistan and Linda was headed to Iraq. Jim promptly volunteered for a position in Iraq and was accepted.

Jim said an early departure from Afghanistan was approved. He had intended to spend about a month at home before heading back overseas, but the gaining unit wanted him in-country as soon as possible. But overall Jim said he didn't mind. "I don't like a desk job, and I really enjoy field work." He said this also gave the two of them the chance to pursue what they had talked about…to do their part for the war on terrorism.

Like Linda, all Jim knew for certain was that he was headed for Iraq. While he was slated to go to Camp Echo, where exactly he would end up was anyone's guess. His ending up at Camp Echo was a pleasant surprise for both of them. "We had no idea we would be able to see each other until we could coordinate an R&R," Linda said.

Linda is scheduled to return to Alaska at the end of April 2006. Jim was due to rotate in February but he extended his tour so they could return together. However, when his mother became seriously ill, he returned in December and spent a month with her in New England before returning to Alaska District where he is a project manager with the Regulatory Branch.

This "average couple" consider themselves fortunate that they got to see one another while pursuing their goal of "just being able to help."

HED Continues Supporting Hurricane Relief Efforts

Steve Takeguchi assesses roof damage as part of FEMA's Blue Roof Program. **Courtesy photo**

By Sarah H. Cox
Honolulu District Public Affairs

Days before Hurricane Katrina made landfall, U.S. Army Corps of Engineers Emergency Operation Centers (EOC) around the globe were preparing for 24-hour operations.

Members of HED/POD EOCs began making preparations for deploying response teams to provide assistance when called upon by the Federal Emergency Management Agency (FEMA).

The EOC serves as a command center for local, regional and national emergencies, coordinating taskers, alerting, preparing and deploying response teams, putting plans in place and preparing daily situation reports.

The EOC is managed by the Emergency Manager for the District Commander who oversees the District's overall emergency response.

"As a storm develops, we monitor it closely via various weather internet sites," said Honolulu Engineer District Emergency Operations Planner Lincoln Gayagas.

"In the Pacific, we are the responding organization; for storms like Hurricanes Katrina and Rita; we are a support organization - providing volunteers and expertise as needed in support of FEMA."

The first HED volunteers, a Power Planning and Response Team (PRT), left Honolulu on a "pre-declaration mission" two days before Hurricane Katrina made landfall.

The team helps provide emergency generator power to critical facilities such as hospitals, police stations, water pumping stations, water treatment centers, and civil defense and emergency operation centers.

The eight-member team, made of specialists for contracting, liaisons, mission management, data management, logistics and quality assurance, arrived in Mississippi August 26 to await the costliest Atlantic Ocean hurricane in U.S. history.

On August 29, 2005, Hurricane Katrina roared across the U.S. Gulf Coast leaving behind $200 billion in damages, five million homes without power, thousands of homeless families and more than 1,280 dead.

Shortly after Hurricane Katrina devastated the Mississippi and Louisiana coastlines, HED deployed a three-person Logistics PRT and a six-person Roofing Quality Assurance team to work the FEMA temporary roofing mission out of USACE's Louisiana Recovery Field Office (LA RFO) in Baton Rouge.

The roofing team supported FEMA's Operation Blue Roof Program by assessing the damage, providing temporary plastic sheeting and conducting final inspections of the blue roofs installed.

According to HED Emergency Operations Planner Katie Tamashiro, what makes the FEMA missions successful is having the right people. "Having people who truly want to make a difference, people who have the right mind set is necessary to every mission."

Tamashiro and HED EM Chief, Joel Hendrix deployed to Louisiana, each as a member of FEMA Strike Team for St. Bernard Parish and for Washington Parish, respectively.

Both were assigned as the USACE Liaison to manage, monitor, and provide support to all mission assignments from FEMA i.e. emergency power, temporary roofing, temporary housing, debris management, technical assistance under the Corps' authorities.

"We need to continue developing our collective 'expeditionary mindset.' Our missions are different from those working in downtown Honolulu".

"The professional community needs to know that we aren't engineers who just sit in cubicles all day," Gayagas said

The Corps maintains more than 40 PRTs at its districts around the world - ready to respond to disasters.

HED has deployed 47 employees to the Gulf Coast region.

Pauline Kahalioumi (left) and Laureen Vizcarra unload supplies at the Baton Rouge Louisiana Recovery Field Office. Vizcarra and Kahalioumi were among 47 HED employees who deployed to Louisiana and Mississippi in the aftermath of Hurricane Katrina.
Courtesy photo

Alaska Engineer District

AED Helps Speed Hurricane Supply Lines

Express line replaces 'Hurry Up and Wait' in hurricane relief supply room

Story and photo by Peter Verstegen
St. Paul District Public Affairs

The express line has replaced the "hurry up and wait" line for supplies at the Louisiana Recovery Field Office, Baton Rouge, La.

Jean Bailey, Alaska District and Jo Miller, Nashville District, shortened the Army Corps of Engineers' supply lines for both personnel and materials from nearly an hour to about five minutes in their little corner of the world. Their little corner is a 20 by 23-foot supply room operated by logistics management at the RFO.

Bailey and Miller expedited the supply lines by seeing trends in what project managers and project engineers wanted field personnel to take with them. They shortened the wait time for duty personnel by pre-packaging needed supplies in a ready-to-go bag. The go-pack includes a Louisiana state map, insect repellant, "Fix a Flat," hand sanitizer, file folders, a flashlight, clipboard, tape measure, calculator and pens. Personnel sign for it and are on their way.

"We used to have three long lines of people that went from inside the room out into the hall," said Bailey, who helped stand up the RFO with supplies for people to accomplish the recovery mission. She will be returning to Alaska District on March 3, 2006 after extending her tour of duty to 179 days. She has seen six other people come and go in the supply room during her service in Baton Rouge.

Bailey, Miller and the others have supplied people assisting the recovery from the Bureau of Reclamation, U.S. Department of Agriculture, the U.S Army Reserve, U.S. Fish and Wildlife Service, Bureau of Indian Affairs, National Park Service and Bureau of Land Management on assignment to the Corps. They provide all incoming personnel with their visibility clothing, office and other supplies and water. They also supply 12 outlying debris offices and one outlying roofing office.

The RFO provides the Federal Emergency Management Agency Emergency Support Function 3 (ESF3) mission response and recovery for temporary roofing and debris removal. Initial response missions included distribution of potable water, distribution of ice, emergency power, technical assistance, repair of public facilities and other missions in order to facilitate a rapid recovery from Hurricanes Katrina and Rita.

From the Louisiana Recovery Field Office in Baton Rouge, La., AED Administrative Assistant Jean Bailey (right) hands pre-packed supplies to B. J. Higgs, National River and Recreation Area, National Park Service, Onida, Tennessee.

In Alaska District, Bailey is administrative assistant in the Regulatory Branch.

"I am excited to get back home, but it has been a very fulfilling experience," Bailey said. "The hours are long and sometimes it seems there will never be an end to it, but now I am seeing light at the end of the tunnel. It has afforded me the opportunity to meet and work with people from districts ranging from Korea and Hawaii to Germany. It has been a very worthwhile experience."

"I have made some lifelong friends," she added. "I am very thankful that the Corps afforded me this opportunity and I am grateful to my co-workers in Alaska for covering my responsibilities in my absence."

Alaska Engineer District Announces Promotions

Gregory N. Smith

Gregory N. Smith was recently promoted to Deputy Chief of Programs and Project Management Division. He is responsible for delivery of Corps of Engineers projects in Alaska. He has worked for AED in Fairbanks and Anchorage since 1987.

David J. Frenier

David J. Frenier was promoted to Chief of Military Technical Engineering Branch in Engineering Division. He is responsible for providing engineering and architectural support to develop contract documents for projects in AED's military program.

POJ Adds Vietnam Conflict Streamer to Unit Colors

By Esther Dacanay
Editor, *Torii* - Camp Zama

A streamer ceremony commenced Jan. 17 at Camp Zama, in honor of the U.S. Army Corps of Engineers, Japan District earning a Meritorious Unit Commendation for Service in support of military operations in the Vietnam Conflict.

The commendation was originally awarded to U.S. Army Corps of Engineers, Okinawa District on Sept. 18, 1969 for completing three emergency projects with critical deadlines, in addition to their routine responsibilities, during the Vietnam Conflict in a speedy, cost-efficient manner between Jan. 1, 1966 - Dec. 31, 1968.

According to the written citation for the original Okinawa District commendation, the three projects gave Kadena Air Base in Okinawa the facilities to support Strategic Air Command B-52 Stratofortress operations and Military Airlift Command airlift requirements. In addition, the projects gave Ching Chuan Kang Air Base in Taiwan the facilities for KC-135 tankers, all of which were crucial in supporting the U.S. Armed Forces operations.

Col. Robert J. Vasta, commander, Japan Engineer District, U.S. Army Corps of Engineers, recently discovered the plaque honoring the Okinawa District. Shortly thereafter, Vasta and his staff researched the lineage of the unit through the United States Army Center of Military History and verified the authorization for a streamer to be attached to the unit's colors.

According to Anthony Presnell, administrative specialist for Lt. Col. Bobby N. Rakes, deputy commander for Japan Engineer District, the commendation was officially extended on Oct. 17. During a number of restructurings in the post-Vietnam Conflict drawdown, the Okinawa District was reduced to an area office and aligned under the Japan Engineer District as it was created from the former Far East District (Rear).

By direction of the Secretary of the Army, under the provisions of paragraph 203, AR 672-5-1, the Japan Engineer District is officially awarded and recognized for its work in support of the Vietnam Conflict with the adding of a streamer to the unit colors. Furthermore, all military personnel currently assigned to the District are entitled to wear the Meritorious Unit Citation on the appropriate uniform and may continue to wear the emblem until assigned to a different command.

"Earning this merit is a very special thing for our district," said Vasta during his presentation shortly after the ceremony.

"There is a great parallel between what we were involved with in Vietnam and our mission now for the global war on terrorism."

The streamer ceremony was part of a town hall meeting for the U.S. Army Corps of Engineers, Pacific Ocean Division. Department of the Army civilians, master labor contract employees and Soldiers assigned to the District assembled for the meeting to witness the ceremony, listen to a Martin Luther King, Jr. speech delivered by Bobby Fields, records manager for the District, and commend colleagues during an awards presentation.

Commander, Japan Engineer District, U.S. Army Corps of Engineers, Col. Robert J. Vasta (left), attaches a Meritorious Unit Commendation streamer to the Unit Colors held by Pacific Ocean Division Command Sgt. Maj. Jorge Gutierrez Jan. 17 at a ceremony held at the Japan District headquarters. Commander, Pacific Ocean Division, Brig. Gen. John W. Peabody (right) officiated the ceremony commemorating a significant milestone in Japan District's history. **Photo by Kiyoshi Tokeshi**

Corps, CFAY Open New Navy Base Fitness Center

From left: POD Commander Brig. Gen. John W. Peabody, RADM James Kelly, Itaru Ikeda from the Yokohama Defense Facilities Administration Bureau and Capt. Gregory Cornish, break the ceremonial tape to officially open the new Command Fleet Activities, Yokosuka Fitness Center. The center includes an Olympic-size swimming pool with diving platforms and state-of-the-art weight lifting and cardio fitness equipment. More than 10 Japanese firms labored 578 work days - almost 220 thousand man-hours on the project without any accidents. The Japan Facilities Improvement Program project was managed by the Yokohama Defense Facilities Administration Bureau's Yokosuka Construction Office and construction surveillance was provided by the Yokosuka Resident Office of the U.S. Army Corps of Engineers Japan District. **U.S. Navy photo by Yuji Kawabe**

New POD Commander, CSM Make First JED Visit

Story and photo by
Grant Sattler
Japan District Public Affairs

Project Engineer Kazuko Kobayashi (right) briefs Brig. Gen. Peabody (center) on a Camp Zama gate improvement project as Kanagawa Resident Engineer Jim Couey (left) and Japan Engineer District Commander Col. Robert Vasta watch.

Making his inaugural trip to Japan since taking command of Pacific Ocean Division, Brig. Gen. John Peabody visited Japan Engineer District personnel and activities on Honshu and the Kanto Plain Jan. 16, 2006.

Pacific Ocean Division Command Sgt. Maj. Jorge Gutierrez accompanied Col. Peabody during the visit, also on his first trip to Japan.

Brig. Gen. Peabody kicked off a town hall meeting at the Camp Zama headquarters of the Japan Engineer District by officiating a ceremony to attach a Meritorious Unit Commendation steamer on the organizational colors.

During the meeting, Bobby Fields, Japan District records manager, orated selections of speeches by Civil Rights leader Dr. Martin Luther King, Jr.

Brig. Gen. Peabody then spoke with attendees at the headquarters and those joining the meeting from field offices by video teleconference.

Commenting on the impact of the U.S. Army Corps of Engineers, Peabody said "We are a nation at war. Whether you are a U.S. Citizen or a Japanese Citizen, your contributions to the Corps allow us to prosecute the strategic requirements that our Nation has set forth… This enemy that we're fighting is an enemy who will never quit, who will never rest, whose sole purpose is to destroy. This enemy does not believe in freedom, he believes in control. This enemy does not believe in religious latitude, he believes in religious constraint. This enemy does not believe in any of the things that Mr. Fields recited to us from Dr. King's speeches today."

Brig. Gen. Peabody presented POD Commander's Coins to several District employees for excellence in service in Japan or deploying in support of the Global War on Terror or disaster recover operations in the States.

"The connection between the facilities you build and our ability to sustain this Army in this war is real and palpable," Brig. Gen. Peabody said. Recognized were Jesse Sybico, Evan Roberts, Teruo Yoshida, Atsushi Fujimura, Hiromichi Kawakami, Barry Mishler, Aaron Tashiro, Stephen Pacifico, Nathan Iwata, Michael Miyagi, Walter Perrett, Anthony Presnell, Monique Gray, Sharon Valente, John Regis, Karla Krieger, Darren Carpenter, and Grant Sattler.

> ***'The work that you do has a tremendous impact.'***
>
> **— CSM Gutierrez**

Also recognized by VTC in Okinawa were Lt. Col.Tyrone Allen and Alexander Alvia, plus Bryan Williams, Doyal Dunn, Lt. Col. Bobby Rakes and Danny Fujimoto all who were deployed on the day of the town hall meeting.

"The Corps lives and breathes … on our ability to volunteer and provide the expertise and the manpower that is necessary when we have national emergencies and contingencies responses, whether it is in Kuwait, Iraq, Afghanistan or wherever they will be in the future…," Brig. Gen. Peabody said.

"On a personal level I'm deeply grateful, on a professional level I'm very proud of the example that you all have set."

Command Sgt. Maj. Gutierrez agreed in his comments thanking the audience.

"I'm not sure that you are able to visualize the impact of what you do as it relates the quality of life of our men and women in uniform and also the service to our nation in support of the Global War on Terrorism," he said. "The work that you do has a tremendous impact."

During the week Brig. Gen. Peabody met with key partners and customers of the Japan Engineer District to listen to their concerns and present the capabilities of the Corps in the Pacific

He visited field offices and key projects at Commander, Fleet Activities, Yokosuka, Camp Zama and Yokota Air Base. In addition he met with Defense Attaché Office officials and the U.S. Embassy Charge d' Affairs at the U.S. Embassy in Tokyo and visited the Japanese Defense Facilities Administration Agency.

Ray Jyo Retires After 40 "Exemplary" Years

Story and photos by
Dino W. Buchanan
Honolulu District Public Affairs

On Feb. 3, 2006, Ray H. Jyo, Deputy District Engineer for Programs and Project Management / Chief, Programs and Project Management Division, Honolulu Engineer District (HED), retired from United States government service following nearly 40 years of exemplary service to Hawaii, the Pacific Region, the U.S. military and the nation.

Jyo was the principal civilian leader of the Corps in the Pacific Region who established lasting relationships with all four members of the Hawaii Congressional delegation as well as the Governors of Guam and the Commonwealth of the Northern Mariana Islands. During his tenure, the Honolulu District's programs ranged from $300-400 million for 400-500 projects annually.

In a Congressional Blue Line, signed by all four of Hawaii's Congressional delegation and read before Congress, Jyo's work for the Corps and the nation were exemplified:

> *"His lifelong contributions and achievements to the Army and those who we serve are considerable. His recognized leadership and management skills, his ability to forge lasting substantive relationships and his clear direction and vision point to a truly outstanding individual who has dedicated his life to service and serving.*
>
> *As HED continues to serve as "America's Engineers in the Pacific," Ray Jyo's legacy of unswerving support and loyalty to the goals of the Unites States and Army mission ends with the knowledge of a job well done and the gratitude of a grateful Nation."*

In recognition of his exemplary service, Hawaii Governor Linda Lingle proclaimed January 20, 2006, as Ray H. Jyo Day in Hawaii, "in recognition of the nearly 40 years of contributions made by Ray H. Jyo on behalf of the people of Hawaii, the nation…"

Through outstanding leadership, primarily working at the Honolulu Engineer District, Jyo's singular efforts made lasting impacts on the abilities of servicemen and women to fight the Global War on Terror and bolster the region's economy while ardently protecting the environment.

At ceremonies held recently in honor of his impending retirement, a Hawaii and Pacific Region 'Who's Who' of Jyo's colleagues assembled to recognize his career accomplishments. Honolulu District Commander, Lt. Col. David E. Anderson presented him with the Bronze Order of the de Fleury and Civilian Meritorious Service Medals in addition to numerous gifts presented to him by others. People came from as far as Florida and Korea to say thanks for 40 years of outstanding service, mentorship and friendship.

More than 250 friends, family, coworkers from the past and present as well as representatives from Hawaii's Congressional Delegation, State of Hawaii, City & County of Honolulu, current and former Pacific Ocean Division leaders and Honolulu District personnel attended the ceremonies in Honolulu.

Ray H. Jyo's civil service career spans nearly four decades and within this timeline he led the Army's charge through many landmark changes, including administering the government responsibilities of The National Environmental Policy Act of 1969 and The Clean Water Act of 1977, which brought significant changes to the Army and Army Corps' mission.

He coordinated civil works and capital improvement programs to Guam, American Samoa, Kwajalein, the Commonwealth of the Northern Mariana Islands and Oahu projects that included building Kahoma Stream and Alenaio Stream flood control projects and military housing and operational facilities at Hickam AFB, Wheeler AAF, Schofield Barracks, Aliamanu Military Reservation and Fort Shafter.

Jyo, who grew up in Kealakekua, Hawaii, is a Registered Professional Engineer and a member of the American Society of Military Engineers; has served in numerous engineering and executive management positions for the United States Army. He holds a Bachelor's of Science degree in Civil Engineering from the University of Minnesota.

During his career he attended the Senior Officials in National Security Program, the John F. Kennedy School of Government, Harvard University and the Emerging Issues in Public Management Training at the Brookings Institute.

Jyo's also led the Army Corps of Engineers' charge through many landmark changes, including civil works and capital improvement programs expanded to Guam, American Samoa, Kwajalein and the Commonwealth of the Northern Mariana Islands. From civil works projects – navigation, flood control and shore protection, Jyo's exemplary administrative and leadership hard work led the way.

The major civil works project built during his tenure was the Alenaio Stream Flood Control project, Hilo, Hawaii, completed in November 1997 at a cost of $16 million.

Ray H. Jyo (right), former Deputy District Engineer for Programs and Project Management / Chief, Programs and Project Management Division, shares a laugh with Hawaii State Department of Transportation Director Rod Haraga at Jyo's retirement luncheon.

During heavy rains in November 2000, the streambed lining improvements prevented $13 million worth of damages and remain fully functional today.

Main projects built on Oahu during Jyo's four-decade career include military housing and improving facilities at Hickam AFB, Wheeler Army Airfield, Schofield Barracks, Aliamanu and Fort Shafter. In 1973 HED began construction of the $15.7 million Hale Koa recreational hotel at Fort DeRussy in Waikiki.

Nearby Battery Randolph was transformed into the U.S. Army Museum and part of museum's second floor today houses the U.S. Army Corps of Engineers Pacific Regional Visitor's Center.

The Corps' and Jyo's responsibilities were further defined in 1980 when Pacific Ocean Division (POD) added an Emergency Management Division, which was responsible for disaster response throughout the POD area of responsibility.

As the Chief of the Far East Surveillance Branch from August 1982 to February 1986, Jyo pioneered the regionalization concept at POD.

His program managers monitored engineering, design and construction efforts at the Japan and Far East Districts with the focus of providing valued-added service to the Districts and our regional partners with the Army and Air Force. Ray Jyo's branch became the "strike" arm of POD's rapid deployment force which led and provided hands-on project management and technical assistance to the Districts.

He also had the mission of keeping U.S. Army, Pacific (USARPAC) and Pacific Air Forces (PACAF) informed and involved in large construction program overseas through periodic line item reviews.

Many of the principles and policies he pioneered are still being followed at POD today. During this timeframe, Jyo displayed his "leadership by example" by deploying to Ft. Drum (NY) for two months in order to lead the planning and programming effort of the Ft. Drum build-up that provided quality facilities for the 10th Mountain Division.

As the Chief, Technical Engineering Division from February 1986 to January 1987, Jyo provided quality technical services to all POD Districts.

In addition, he instituted the concept of life-cycle technical services by sending his technical reviewers to the field to assist the construction offices in producing viable solutions to sticky construction problems. This formed the basis of the later consolidation of the technical review and quality assurance staffs at POD.

As the Chief of Military Division, Jyo led the planning, engineering and construction of the military program POD-wide. Through his leadership, expertise, wisdom, knowledge and experience, POD became recognized as the proven leader in project execution and accomplishment.

Ray H. Jyo (left) receives the Bronze Order of the de Fleury Medal from District Commander Lt. Col. David E. Anderson during his retirement ceremony.

As the acting Director of Engineering and Construction Directorate, Jyo forged the unbreakable link between engineering, design and construction quality.

Using his exceptional interpersonal and organizational skills, he brought all of POD's technical assets together to work toward common goals and a common understanding in order to provide responsive service and engineering and construction excellence to POD.

The Engineering and Construction Directorate was the largest Directorate at POD and included the operational elements of Design, Construction, Engineering Services, Environmental, Cost Engineering as well as Design and Construction Quality Assurance. Jyo conscientiously maintained his goal toward technical excellence by pioneering innovate design and procurement tools such as Construction Indefinite Delivery-Indefinite Quantity (IDIQ) contracting for Tripler Army Medical Center, later to be applied across the Division programs and technical tools such as Computer Aided Drafting and Design (CADD) and Geographical Information Systems (GIS).

By combining the technical elements of design, technical engineering and construction quality assurance into one Division, he unified the quality function and created life cycle accountability of the design/construction continuum.

Since 1997, Jyo has been the Deputy District Engineer for Programs and Project Management for the Honolulu District. He has continued to utilize his leadership skills to accomplish considerable successes on their behalf. He has inculcated programs and project management into the culture of the District, executing programs and projects in a team-oriented matrixed organization.

Jyo led the effort to incorporate a Quality Management System into the District along with International Organization for Standardization (ISO) 9001 certification. He also instituted a learning organization with a system of After Action Reviews and Lessons-Learned.

Until his retirement date, Jyo was continuing to lead the Honolulu District through its biggest construction program with highly visible and vital programs such as the Stryker Brigade Combat Team and C-17 implementation in Hawaii. Under his tutelage, the District has achieved the highest customer satisfaction rating in its history.

Throughout his career Jyo has received numerous citations, including the Exceptional Civilian Service Award, Superior Civilian Service Award and Meritorious Service Medal (for Civilian Service).

Following his retirement, Jyo will move to Seoul, South Korea where he will be leading an architectural engineering firm.

Alaska District Anticipates "Robust Future"

By Pat Richardson
Alaska District Public Affairs

After a record-breaking Fiscal Year 2005, the Alaska District expects the next three years to be even better. In completing the biggest program year ever, the District awarded $792.7 million in contracts between Oct. 1, 2004, and Sept 30, 2005. Of that total, 93.8 percent was awarded to Alaska businesses.

District workload projections for FY-06 and FY-07 estimate that each of these years will total nearly $800 million. FY 2008 could possibly be more. These figures include military construction, civil works projects, environmental projects and operations and maintenance of existing projects as well as administrative services.

Alaska District awarded more work to small business in FY-05 than any other Corps district worldwide. The District received three Commander's Small Business Team of Excellence awards from U.S. Army Corps Chief Engineer Lt. Gen. Carl A. Strock at the 2005 Corps' Small Business Conference held in Washington, D.C. The District awarded 62 percent of its construction program to small business, including 58 percent to small disadvantaged business.

Projects to support Army Transformation and Air Force realignments and re-stationing are creating a boom in Alaska military construction. With a rapid influx of Soldiers, the Alaska District completed $48.3 million of temporary modular housing on Fort Richardson and issued a $37.8 million contract for Fort Wainwright. Permanent facilities to replace this temporary housing will follow in FY 2008 and 2009.

The Corps is continuing a multi-year, multi-million program of constructing new housing and dormitories on Forts Richardson and Wainwright and at Elmendorf and Eielson Air Force Bases. FY 2007 projects expected to be advertised for bid and/or proposals this summer and fall include one 120-room dormitory on Elmendorf; a 340-person barracks, family housing, replacement family housing projects at Fort Richardson and 238 family housing units at Glass Park on Fort Wainwright.

Construction support for the C-17 program on Elmendorf Air Force Base will continue for several years. Ground was broken on a $7 million Flight Simulator Facility in 2005 with additional simulators, including an F/A-22 simulator, added to the advanced training campus in the next few years. The F/22 Beddown project on Elmendorf AFB is a FY 2007-09 program. The projected FY-07 program consists of four military construction projects and one operations and maintenance project with several additional military construction projects plus one operations and maintenance project slated for FY-08.

Concrete is placed for a utility manhole lid on the Fort Wainwright Modularity project.
Photo by Gary Wingerson

Two FY-06 projects are at the Donnelly Training area near Fort Greely. One is for a live fire battle area complex and the other for a Combined Arms Collective Training Facility.

A Multiple Award Task Order Contract (MATOC) for approximately $100,000 to $120 million of FY-06 military construction will be awarded with task orders of design/build and design-bid-build for vertical construction for barracks, dormitories, housing, office buildings and light industrial buildings. Several contracts are planned under full and open competition and several will be set-aside for 8(a) small businesses.

The Alaska District's Civil Works program for FY-06 includes Phase 3 of the Saint Paul Island harbor, building a small boat harbor inside the existing commercial vessel harbor.

Erosion protection projects at Dillingham, Bethel and Shishmaref will be negotiated with small business firms. The FY-07 program includes small boat harbors at Akutan and Unalaska and FY-08 program has a small boat harbor expansion at Valdez and a new harbor at Haines.

In the Interagency and International Services Program (IIS), Alaska District manages projects for non-Department of Defense customers on a reimbursable basis. The FY-06 project installs a new lighting system at the Juneau Airport for the Federal Aviation Agency and FY-07 project constructs an operations building for the National Oceanic and Atmospheric Agency at Fox, north of Fairbanks.

In the District's operations and maintenance program, the District continues to contract for dredging five harbors (Homer, Ninilchik, Anchorage, Dillingham, and Nome) annually and another 40 harbors periodically. Ongoing maintenance also continues at Chena, the Army Corps of Engineer's farthest north flood control project near Fairbanks and North Pole.

Four Environmental Remediation Service (ERS) Indefinite Delivery Indefinite Quantity (IDIQ) contracts will be awarded in FY-06.

Three IDIQ contracts will be small business set asides and one contract a full and open competition for firm-fixed price task orders and cost reimbursement task orders. IDIQ awardees will compete for firm-fixed price task orders and will negotiate for cost reimbursement task orders. Maximum cumulative award for all four contracts is $180 million.

Exercise, Exercise, Exercise

Tropical Help Needed In Sub-zero Disaster Environment

Story and photo by Pat Richardson
Alaska District Public Affairs

Primary planners for the February cold weather exercise Ken Suiso (left) from Pacific Ocean Division and Merv Mullins from Alaska District, meet in Alaska to work out details of the exercise.

A catastrophic earthquake in Alaska on Feb. 21, 2006 will shut down the Alaska District, on paper only, in a cold weather response exercise requested by the Chief of Engineers and funded by Corps headquarters.

The exercise objectives are to prepare the U.S. Army Corps of Engineers to respond to a no-notice cold weather event and to capture lessons learned to improve future responses. "If a "no notice" event occurs in sub freezing temperatures, would responders from tropical climates have adequate cold weather gear and would they have emergency shelter with emergency generators to keep them and their equipment from freezing?" asked Ken Suiso, Pacific Ocean Division's civil emergency planner, during an initial briefing to Alaska District leaders and key staff on Jan. 26, 2006.

With January temperatures in Anchorage ranging from minus three to minus 17 degrees Fahrenheit at the time of the briefing, Suiso said it was the coldest weather he had ever experienced and that rapid responders could not sleep in their cars as some did following Hurricane Katrina in Mississippi.

The regional exercise will involve many Corps of Engineers components. FEMA, departments of Transportation, Energy, Interior and Defense, American Red Cross and local and state governments are just some of the agencies that plan to participate. In order to condense the event into two days, the first six hours are on real time and then the exercise will skip to 24 hours into the scenario and later to 72 hours.

Suiso said the exercise concept will focus on USACE deployment procedures as well as on infrastructure response activities and the interface with the military.

"We will actually have to produce deployment products, like travel orders, in six hours," he said.

One of the first tasks will be to conduct an aerial recon using USACE Field Force Engineering (FFE) equipment and manning. Maj. (P) Steven Unfreid will direct Alaska District's Forward Engineer Support Team-Advance (FEST-A) to mount an Automated Route Reconnaissance Kit (ARRK) in a fixed-wing aircraft. This will be one of the first missions of its kind.

Other missions have been flown using the ARRK mounted in helicopters, but the higher air speeds of the fixed-wing aircraft will test the team's ability to capture photographs, voice recordings and GPS locations of simulated damaged areas. Potential items of interest for the team may include highways, bridges, railways, utility lines, the Port of Anchorage and airfields. This data will then be shared with local responders for immediate planning. The exercise also test's the team's ability to use their satellite capable, TeleEngineering Communications Equipment-Deployable (TCE-D) by sending the data to the Engineer Reach-back Center for detailed analysis.

"If a catastrophic earthquake happens while people are at home and the bridges to Elmendorf Air Force base are out, people won't be able to get to work, " said Alaska District Deputy Commander Lt. Col. Timothy Griffith. "Alaska District, which would normally be the responding district, would be the impacted district. During the initial response, Honolulu District would have to act for us until Alaska District could take over."

If the earthquake were centered in Anchorage where Alaska District headquarters is located, another possibility might be that the Northern Alaska Area Office, located in Fairbanks could take over for a while.

"Another scenario would take place if an earthquake occurred while people are at work, "said Alaska District's emergency manager Merv Mullins. "Employees would need to know what to do to protect themselves. They would need to duck and cover and then evacuate the building. A building assessment would need to be done and we would need an initial first aid triage and medical treatment to handle injuries. We would also need to notify people not in the building at the time."

David Horst, acting chief of Information Management, noted that once the building were cleared for entry, essential employees would need keys to the building because the access card electronic system might not be working.

Alaska District managers have been asked to develop a list of essential employees and a list of equipment necessary to continue their operations. The Alaska District will provide initial staffing for the Federal Operating Center at the Alaska National Guard Headquarters at Camp Denali on Fort Richardson.

At the simulated 24-hour mark, responders from Hawaii and other states will replace the local personnel. The district's Emergency Operations Center will be activated and senior leaders will participate.

Suiso added that the lessons learned from the cold weather exercise will benefit the entire Corps of Engineers agency, not just Alaska District.

Engineering Strengthens ROK-US Alliance

Story and photos by Kim Chong-yun
Far East District Public Affairs

Capt. Daniel Galvan, U.S. Army Corps of Engineers Far East District, demonstrates TeleEngineering at the ROK-US Combined Engineer Tactics Conference.

Gwangju, South Korea—A Republic of Korea-U.S. Combined Engineer Tactics conference was held at the ROK Army Engineer School in Gwangju, Feb. 2.

The conference provided training for ROK Army officers and demonstrated the capabilities of the TeleEngineering Tool Kit, a communications system developed to enhance tactical and strategic operations for Army engineers.

"This system shows the true strength of the Corps of Engineers. At any time and any place we can muster the experience and technical know-how of the entire regiment to support our deployed sappers. We showed our Korean hosts that in a few small boxes we could shrink the world and move entire facilities to the front line," said Capt. Daniel Galvan, Acting Resident Engineer, Far East District, Kunsan Resident Office.

The system was first introduced to the ROK Engineer School by FED, November 2005 at the inaugural ROK-US Combined Engineer Tactics conference.

"Last November we had a great opportunity to show a little bit of information about TeleEngineering at the request of the ROK Engineer School. At that demonstration, we made a connection with the ROK Engineer Battalion in Irbil, Iraq," said conference coordinator Maj. J. Craft Smith, Combined Forces Command Engineers.

Dr. Jeff Jorgeson (facing front), a research hydraulic engineer, Engineer Research and Development Center demonstrates the Automated Route Reconnaissance Kit during the ROK-U.S. Combined Engineer Tactics Conference.

"That showed the ROK engineers how powerful TeleEngineering is and expanded the scope of this conference to include hands-on training and application."

Among the ROK officers in attendance was Brig. Gen. Park Byung-hee, commandant of the ROK Engineer School.

"This conference is a huge success and shows the strong Alliance between ROK and U.S. Army engineers. The coalition of the ROK-U.S. engineers is stronger than any other branches of the military service," said Park.

Park went on to say that the remarkable success of the Korean construction industry is based on the great amount of technology, equipment and supplies that the U.S. Army Corps of Engineers has provided.

"This Alliance adds greatly to the development of Korean military and civilian engineering. I think our developments in construction would have been impossible without the strong ROK-U.S. Alliance and our more than 50 years of friendship," said Park.

The conference began with an overview of the capabilities and operation of the TeleEngineering system and the Automated Route Reconnaissance Kit, commonly known as ARRK. Experts from the Engineer Research and Development Center (ERDC) headquartered in Vicksburg, Miss. provided information on the systems and answered technical questions. Ha Chae-un, Pyongtaek Resident Office and Pak Ki-hong, Geotechnical and Environmental Engineering Branch briefed in Hangul and translated throughout the conference.

"The ARRK collects route condition, physical infrastructure and terrain data, and exploits reach back operations for technical analysis and sharing data," said Jeff Powell, an electrical engineer from ERDC, one of the creators of the TeleEngineering Tool Kit.

During the TeleEngineering Communications Equipment-Deployable (TECE-D) demonstration led by Galvan and Maj. Jeff Crockett, Operations Chief, TeleEngineering Operations Center, (TEOC) Vicksburg, Miss. engineer students conducted a recon of a bridge and sent the information back to the TEOC, and then the TEOC calculated the military load class and sent it back to the ROK students.

"For most people TeleEngineering is just a deployable communications kit or only a video teleconferencing system but it is not; that is just one small component," said Smith. "TeleEngineering is a system that has the capability to utilize 35,000 USACE employees to help solve problems deployed engineers come across and for all types of missions."

"I'm struck by how powerful and useful the TeleEngineering system is. Passing the accumulated valuable experience of this state-of-the art technology of the USACE will help the development of the ROK military engineers and will also improve the ROK-U.S. combined operations ability," said Park.

"This conference will be very helpful for the ROK Engineering School students who will lead the future of the ROK engineers. Today's courses showed our students how important and useful it is to learn new technology and meet the changes in the 21st century," said ROKA Maj. Moon Sung-ho, a ROK Engineer School instructor.

Landmark Construction Project Debuts at K-16 AB

By Joe Campbell
Far East District Public Affairs

Quality of life for U.S. Forces Korea Soldier took another giant step forward with the groundbreaking for an unaccompanied officer's and senior non-commissioned officer's quarters at K-16 Air Base Dec. 9.

The 'Build to Lease' $26 million, 144-unit project is the first of its kind for USFK and will be constructed at no cost to the U.S Army. It is scheduled to be completed July 2007.

"This facility will be constructed, owned and operated by the private sector for the exclusive use of U.S. military personnel authorized to reside at K-16," said Richard Byron, U.S. Army Corps of Engineers Far East District, Build to Lease program manager.

The U.S. Army will lease the housing project on a pay-as-you-go basis for up to 15 years, renewable for up to another 15 years. The annual lease cost, approximately $3.5 million annually, will represent a 40 percent savings over off-post housing at the full overseas housing allowance entitlements said Byron.

"This project is one of the cornerstones of the master plan to make this installation [K-16] both enduring and a community of excellence for our warfighters," said Col. Ronald C. Stephens, Area II Support Activity commander. "It is also a tangible symbol of the resolve and cooperation that continues to define the Republic of Korea-United States Alliance."

SEOHEE Construction began work at the project site in November following the lease signing between USFK and SB Seongnam, a joint venture between Baum Architects and SEOHEE Construction.

"We strongly feel the protective presence of USFK in the Republic of Korea and we owe much gratitude to America, specifically to the U.S. forces for maintaining security on this peninsula," said Lee Bong-kwan, Chairman SEOHEE Construction.

Gen. Leon J. LaPorte, (far right) former Commander, United Nations Command, Combined Forces Command, United States Forces Korea and other dignitaries break ground Dec. 9, 2005 for a new build-to-lease unaccompanied officers quarters at K-16 Air Base. **Photo by Kim Chong-yun**

Gen. Leon J. LaPorte, former Commander, United Nations Command, Combined Forces Command, United States Forces Korea praised the combined team effort between the Republic of Korea and United States Forces Korea during the ceremony.

"This greatly enhances the quality of life for the soldiers at K-16, a project long time coming, but well worth the wait," said Command Sgt. Maj. Kevin N. Witt, Area II Support Activity Command Sergeant Major.

"This is a great day for the Area Support Activity and the soldiers who live and work here at K-16," said Stephens.

Honolulu District Awards Bersson Bronze de Fluery Medal

James L. Bersson, (left) Chief, Engineering and Construction, HED, was recently presented the Bronze Order of the de Fleury Medal by District Commander David E. Anderson. **Photo by Joseph Bonfiglio**

Bersson's de Fleury was awarded in recognition of his 33 years of service to the nation and "superb support to the Engineer Regiment as it performs its primary missions of mobility, countermobility, survivability, Sustainment and topographic engineering."

The Bronze de Fleury Medal is awarded by the Army Engineer Association and is presented to individuals who have "…rendered significant service or support to an element of the U.S. Army Engineer Regiment."

As the Corps of Engineers implemented the U.S. Army Regimental system, the senior Engineer leadership sought a method for the Corps of Engineers to honor those individuals who have provided significant contributions to Army Engineering.

The Army Regimental system was developed to emphasize the history, and traditions of the Corps; so MG Daniel R. Schroeder, then Commandant General of Fort Leonard Wood and the Engineer School Commandant, wanted an award that would tie in with the beginning of the nation and the Army Corps of Engineers.

In 1777, French Engineer Francois Louis Tesseidre de Fleury volunteered to serve with the American Army in its fight for independence. While attached to the Army Corps during the battle at Stony Point, NY in 1779, de Fleury's courage under fire won him praise from the Continental Congress and was awarded a medal struck in his honor. The Engineer Regiment later adopted the de Fleury Medal as an award because of the values demonstrated by the man for whom it was struck – values of special meaning to Engineer Soldiers.

USACE Regional Leadership Development Program: A Participant's Perspective

How do I contribute toward the *Learning Organization*?

By Kwon Ho-yong
Far East District
Construction Division

The leadership assessment program provided me the opportunity to study and participate in small group discussions and activities, in order to learn new leadership skills.

It also allowed me to sharpen my existing skills and obtain the benefits from the knowledge and experience of our facilitators. It was a great time to gain greater understanding of myself in relation to leadership concepts and it was a good chance to get a bird's-eye view of leadership.

Throughout the course, I frequently found myself asking how I contribute toward making the Corps a learning organization.

I understand that a learning organization should be developed, maintained and shared with the objective of making and keeping our customers highly satisfied in an efficient and effective manner. This program allowed me to identify and develop my strengths to support that objective. I can make a contribution through my strengths and life experiences.

Now that I have identified and recognized my five topic themes (Communication, Arranger, Relater, Analytical and Individualization) which I found after measuring the presence of 34 talent themes from reading the course materials, I will continue to build my talents into strengths. I will enhance my strengths rather than repair weaknesses.

I will continue to learn from my past and present experiences; from senior leaders, mentors, co-workers, and managers; and from industry professionals (architectures/engineers) and Corps of Engineers inspections in order to prepare me for the uncertain future of my organization as the old ways are no longer effective and efficient. Eventually, I will become a subject matter expert in my field.

I will obtain knowledge and lessons learned from developing, experiencing and assessing bid ability, constructability, operability and environmental; design and construction evaluation; construction and management evaluation; and other various inspections that I participate in.

Architect Kwon Ho-yong (left), Far East District Construction Division applies leadership techniques learned through RLDP while reviewing design drawings with Quality Assurance Branch architect Cho Yong-kil. **Photo by Kim Chong-Yun**

I will maintain the existing lessons learned library and periodically review its contents against new regulations, criteria, technology, equipments and trends, in order to keep the library effective and efficient. I will turn information into knowledge, and then turn this knowledge into wisdom for use throughout the organization.

I am willing to go the extra mile. I will continually seek improvement, and share lessons learned and best practices both individually and organizationally. Mistakes, as well as successes, increase team and organizational competence. I want to help others move from traditional training and teaching to continuous learning and educating in order to attain greater organizational competence. I want to help others better understand the Corps' culture, values, and fundamental business processes and principles.

I will try to be a self-developer, maintainer, spreader, goal-oriented self-starter and self-developer continuously. Also, I want to hear feedback from those in my organization to insure that I keep inline with the U.S. Army Corps of Engineers principals. And I would like the USACE to take feedback from me if I suggest those principals need to be altered even temporarily as situations may dictate.

I want to be a positive member of the team by being a goal oriented self-starter and a self-developer. I will pursue this because attaining this high level of professionalism in my work will leave a good lasting impression of my organization with our customers.

While writing this essay, I think the aim of this course was not knowledge, but action; that is, do I "walk my talk?" Finally, I would like to thank all of my facilitators for their encouragement during the session.

RLDP Becomes National Program

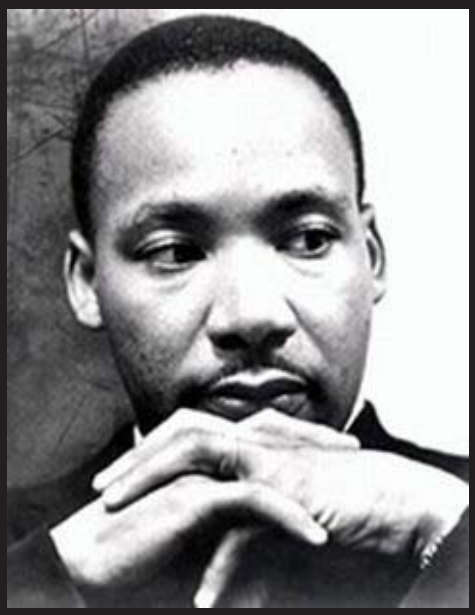
The RLDP's success has influenced the development of the USACE Leadership Development Program (ULDP) which is planned for a FY08 Corps-wide launch. This calendar year, the first two levels of the ULDP with district oversight and are being incorporated into the RLDP as the program changes from six levels to four. Levels 3 and 4 (regional and national, respectively) open in October 2006.

Participation requires a commitment of both time and effort as well as supervisor support.

For more information, see the Program Brochure on the RLDP website:

https://podinfo/RLDP/General/RLDP_GENindex.html.

Celebrating a Message of America's Strength



Dr. Martin Luther King, Jr.
1929-1968

By Monte Howard
Far East District
Resource Management

Remembering Dr. Martin Luther King, Jr.

Just past noon on January 15, 1929, a son was born to the Rev. and Mrs. Martin Luther King in an upstairs bedroom of 501 Auburn Avenue, Atlanta, Georgia. The couple named their first son after the Rev. King, but he was simply called "M.L." by the family. It was in these surroundings of home, church and neighborhood that "M.L." experienced his childhood. Here, "M.L." learned about family and Christian love, segregation in the days of "Jim Crow" laws, diligence and tolerance. Martin Luther King, Jr. married Coretta Scott in 1953, and had children. In 1955 King received his Ph.D. in systematic theology.

Dr. Martin Luther King Jr., minister, civil rights leader, intellectual, social reformer, author, recipient of countless accolades and awards, Nobel Peace Prize winner, parent, husband and charismatic leader seeking peace in the volatile social transformation taking place in America during the 1950's and 1960's - was suddenly taken from this earth at the hands of an assassin's bullet on April 4, 1968.

History is indeed made up of significant events which shape our future and outstanding leaders who influence our destiny. Dr. Martin Luther King, Jr. is part of that history. Even in his short-lived life, he was influential in making progress for the flaws that plagued America. No these plagues were not medical, but due to hatred and unspeakable crimes against Black Americans. The Black race needed someone to step up to the plate and be a special leader to change restrictive laws and customs that held Black Americans down by segregation, being seen as second class citizens, and being humiliated by the legal system. Black Americans needed a Martin Luther King, but above all America needed him.

It was the right prescription for our country, and it was *right* on time. Hope in America was waning on the part of many Black Americans, but Dr. Martin Luther King, Jr. provided a spark, which lit the candle. He also provided this nation with a road map so that all people could locate and share together in the abundance of this great democracy. We honor Dr. Martin Luther King, Jr. because he showed us the way to mend those broken fences and to move on in building this land rather than destroying it. He led campaign after campaign in the streets of America and on to the governor's mansion - even to the White House - in an effort to secure change.

Martin Luther King, Jr. sprang to notoriety in 1955 for his labor with the civil rights movement, when he went to Montgomery, Alabama to assist a small unknown Black woman who was a seamstress. That woman was Rosa Parks who refused to give up her seat to a white man on a segregated Montgomery bus.

In the span of 13 years, Martin Luther King, Jr. — from 1955 until his death in 1968 was beaten, jailed, water hosed and humiliated, but through it all he made a tremendous exposure of the atrocities that were occurring in the United States of American to Black Americans.

King was involved in many movements. He was successful in fighting bus desegregation, co-founded the Southern Christian Leadership Conference (SCLC) and protests and demonstrations through non-violence. In 1963, President John F. Kennedy, Jr. responded to the Birmingham, Alabama protests by submitting broad civil rights legislation to Congress, which led to the passage of the Civil Rights Act of 1964. Additional mass demonstrations led to the March on Washington for Jobs and Freedom on August 28, 1963, in which more than 250,000 protesters gathered in Washington, D. C. It was on the steps of the Lincoln Memorial that King delivered his famous "I Have a Dream" speech.

Dr. King's fame continued to grow as he became the recipient of the Nobel Peace Prize in 1964. However, during the middle to late 1960's, along with the fame and accolades came conflict within the movement's leadership. King faced public criticism throughout his years of courage and leadership. He was not only criticized by black leaders, but by public and national political leaders for his efforts for civil rights, addressing economic problems, the Vietnam War and the non-violent movement.

In 1968, while supporting striking sanitation workers in Memphis, he delivered his final address "I've Been to the Mountaintop." The next day, April 4, 1968, King was assassinated.

Unlike the past, today Black Americans — all Americans, have federal legislation which provides access and legal protection in the areas of public accommodations, housing, voting rights, schools, and transportation. These rights were not easily won. The success of the civil rights movement came in pieces and not in chunks. The goodwill and conscience of an enormous spectrum of our society both black and white said "move on."

We say "thank you" Dr. King for being the drum major who was able and ready to lead our nation to greater heights through love, non-violence and peace.

In 1986, President Ronald Reagan declared the third Monday of January a federal public holiday in honor of Dr. Martin Luther King, Jr., the only federal public holiday commemorating a Black-American.

'Mission Accomplished, On Time and Under Budget'

New Battle Command Training Center and Information System Facility Open

By Pfc. Durwood Blackmon and Pfc. Bryanna Poulin
25th Infantry Division

As part of the Army's transformation, the 25th Infantry Division introduced two new facilities with a ribbon cutting ceremony on Schofield Barracks Jan. 31.

The two new buildings will be used for training troops using highly advanced and technologically state of the art equipment.

The ribbon for the Information System Facility was cut first. The two-story, 38,000 square foot ISF is a critical central hub that provides connectivity that supports essential constructive, virtual and real information systems.

"What started out as a gleam in someone's eye and together with the Corps of Engineers, director of information management and our general contractor, the ISF is a world class facility that will prepare our Soldiers for deployment and will house the key and essential communication functions necessary to the Army's transformation of the 25th ID," said Col. Howard J. Killian, Commander, US Army Garrison, Hawaii.

The ISF has replaced smaller and grossly overextended offices. The new facility provides greater capacity for digital communications and file servers.

"ISF is a digital hub that is responsible for linking all the digital forces in Hawaii. The demand when we digitized the division was not only the computers here but for vehicle and classified computers as well as the sipper net. All the forces' communication equipment is now using a digital format," said Ronald L. Borne, Transformation Director for 25th ID and USARHAW.

ISF operations will support 24 hours per day, seven days a week in a Fixed Tactical Internet management location.

"Located directly within the ISF, the Fixed Tactical Internet, are towers that will be throughout the island that allows information to be transmitted digitally," Borne said. "Messages and communications can be transmitted back and forth to wherever it needs to go and a reach back portal is valuable in helping troops who are deployed to communicate with the division here.

In addition to the ISF, a second facility was introduced that was just as impressive as its counterpart. The all new Battle Command Training Center's primary function, to support simulated and automated training requirements of the 25th ID, will bring training to a whole new level.

"The BCTC, formally known as the Mission Support Training Facility is one of the most demanding digital centers. It includes two main levels with an antenna farm on the roof," Borne said.

"This facility will be responsible for organizing the functions required to conduct embedded war-fighting simulation operations to support Medium Brigade, Joint, and Combined Arms simulation training," said Killian.

The BCTC is a two-story, 90,000 square-foot facility housing the Reconfigurable Tactical Operations Centers; Simulation Work Cells to support Joint Army Navy Uniform Simulation/Force XXI Battle Command Brigade and Below; Exercise Control; Simulation Control; Corps Battle Simulation/Opposing Forces; Digital Classrooms; Virtual Leaders Effects Trainer; Fire Effects; Reach back, and Sensitive Compartmented Information Facility.

"It is critical that the Army possesses knowledge to fight future wars, to keep our country strong and our future intact," said Col. Hanson R. Boney, Installation Chaplain, USARHAW. "This facility will play a vital component in the training our Soldiers receive."

"Soldiers that train here and deploy will be prepared to face the most difficult situation, far better prepared than ever before," said Lt. Col. David E. Anderson, District Commander Honolulu Engineer District.

Donald B. Bennett (left), Director of the Battle Command Training Center at Schofield Barracks and Honolulu District Commander Lt. Col. David E. Anderson cut the ribbon to officially open the BCTC. **Photo by Joseph Bonfiglio**

"Today's ribbon cutting ceremonies are the result of hard work and a dedicated partnership between the Corps of Engineers, USARHAW, 25th ID and our contractor Dick Pacific. We at the Corps are very proud to be part of the total Army Team which executed the plans, managed the projects and brought the buildings to fruition. We are happy to report, mission accomplished. On time and under budget," Anderson said.

The new ISF and BCTC on Schofield Barracks house state-of-the art equipment for training Soldiers. **Photo by Joseph Bonfiglio**

Honolulu District Participates in Kaumalapau Harbor Project Blessing Ceremony

By Dino W. Buchanan
Honolulu District Public Affairs

The U.S. Army Corps of Engineers Honolulu District participated in a Hawaiian worker-blessing ceremony Saturday Jan. 7, 2006 at Kaumalapau Harbor on the island of Lanai.

The ceremony was held prior to the start of a $21.2 million project to repair the existing Kaumalapau breakwater, which was originally built during the 1920s. The new breakwater is being constructed to reduce wave action in the harbor and to increase harbor safety and usability. Much of the damage to the existing breakwater was the result of storms during the 1980s and early 1990s.

Kaumalapau Harbor, Lanai's only commercial harbor, was officially transferred from Lanai Company to the State of Hawaii in July 2000 and is essential to the welfare of the island's residents and visitors.

There are no other island harbors capable of accommodating tug and barge services, which bring in virtually all the consumer goods and fuel. Repeated storm events in the 1980s and early 1990s caused significant damage to the existing breakwater.

Members attending the ceremony included: Lt. Col. David E. Anderson, Commander U.S. Army Corps of Engineers Honolulu District; Margaret Cummisky, U.S. Senate Committee, Commerce, Science and Transportation; Barry Fukunaga, Deputy Director, State of Hawaii Department of Transportation, State Harbors Division; Maui County Council Chair Riki Hokama; Carolyn Imamura, Executive Director, Pacific Basin Development Council; Jim Hatashima, U.S. Army Corps of Engineers Honolulu District Kaumalapau Harbor Project Manager; Glenn Kusaka, Engineer, Honolulu District; and Fred Nunes, Engineer, State Harbors Division. Representatives and workers from Traylor Brothers, Inc. also attended the ceremony.

Honolulu District Commander Lt. Col. David E. Anderson presented the Kaumalapau Harbor Breakwater project sign to state and local government representatives during a traditional Hawaiian project and worker blessing ceremony Jan. 7, 2006. At the presentation were (left to right) Barry Fukunaga, Deputy Director, State of Hawaii Department of Transportation, State Harbors Division; Margaret Cummisky, U.S. Senate Committee, Commerce, Science and Transportation; Lt. Col. Anderson; and Maui County Council Chair Riki Hokama. **HED photo**

Kaumalapau Harbor is Lanai's only commercial harbor large enough to accommodate the barges which deliver virtually all of the island's goods and fuel. **HED file photo**

Traylor Brothers Inc. was awarded the construction contract in July 2004 in the amount of $15, 996, 951 with work originally scheduled to run until May 2006.

As a result of the unknown condition of the existing State-owned dock, an additional investigation was completed and was the basis for a 90-day partial suspension of working starting December 22, 2004. The suspension was lifted on March 22, 2005 with the approved plan to construct a hardstand adjacent to the existing dock. With the addition of the hardstand and contract modifications of $5,204,084, the project contract totals $21,207,035.

The repair of the breakwater calls for placement of 35-ton Core-Loc units, the largest Core-Loc in the world, in 80 to 90 feet of water. The Core-Loc units are being fabricated by Grace Pacific, Inc, as sub-contracted by Traylor Brothers, Inc. Scheduled project completion date is May 26, 2007.

Around the Pacific Ocean Division

Afghanistan's Mary Lien Gets a Bird's-Eye View

Alaska District's Civil Engineer Mary Lien flies over Paktiya, Afghanistan in a UH-60 Blackhawk to evaluate existing roads. She is helping execute rural road projects to increase accessibility to isolated areas which helps discourage insurgent activity. She is also working on projects for several Afghan National Army Bases, Kabul Airport, local hospitals and schools. She is scheduled to return to Alaska in Sept. 2006. **Courtesy photo**

Rockfall Mitigation: HED Prevents Rockslides

Helicopters relocated the remains of approximately 50 boulders from Moanalua Valley to Tripler AMC to avert potential rockfalls. **Photo by Sarah H. Cox**

AED's DA Intern Kathy Kenney in Afghanistan

Alaska District's Engineer-in-Training Kathy Kenney has been gaining a wealth of OJT in Afghanistan. She is currently the acting Project Manager for the Afghan National Police Program. She is scheduled to return in March 2006. **Courtesy photo**

Discovery of Real Kimchi

Local women at the Jung-gu Community Center, located just outside the Far East District compound, gather to make kimchi for needy residents. **Photo by Joe Campbell**

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Official Business